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WICKED PROBLEMS

Wicked problems are those complex open-ended issues that tend to be hard or even impossible to solve because they notoriously have incomplete, contradictory, and changing requirements we do not understand until as it will progress. Coined by Horst Rittel and Melvin Webber in 1973 to describe problems that are not well defined concerning their goals, formulation of a solution, or means for implementation. Examples are climate change, poverty, and global health crises.

A lot of these wicked problems are interconnected, one interacts with many. Climate change is an example, it links to energy consumption, economic development, and social equity. The test therefore paradoxically brings forward a capacity to critically assess the interconnectedness of everything which may result in potential broader conundrums which is every solution can with no difficulty trigger widespread unforeseen adverse effects everywhere else.

One of the things that make it hard to tackle wicked problems is that there are a lot of unknowns or poor understandings about the factors driving them. This ambiguity makes it difficult to anticipate what interventions will be effective. Further, since wicked problems across multiple issue areas and involve many different stakeholders coming from differing perspectives with contrasting priorities this often results in disagreement on how the problem can be solved. For this reason, solving wicked problems is often considered good or bad solutions to a problem, rather than right or wrong.

DESIGN THINKING

Design thinking is an innovative and human-centered approach to creating solutions to complex, ill-defined 'wicked' problems. It consists of five stages: empathize, define, ideate, prototype, and test.

In its empathy phase, it seeks to understand the needs and experiences of those affected by a problem. It is essential to develop solutions that are relevant and effective, necessitating a deep level of understanding. The define stage consists of defining the problem, based upon insights discovered in empathy. This can be useful, as it guarantees that the problem is well-defined (equally important when designing any half-decent solution).

This sort of creates all kinds of possible solutions in the ideation stage. This is truly a stage where the wild and wacky ideas will help you to think outside of the box. The prototype stage means that we assume to have found the best solutions and now are working on a physical thing readily showing how it can work. They also allow us to experiment and uncover any potential issues before a full-scale launch. The final step is building out those prototypes to real people and getting feedback so you can fix it up, build on it.

Since design thinking is 'iterative'; these steps continue to re-occur as necessary. This openness to incremental adjustments means it is malleable and adjustable on an ongoing basis, as new information comes in or circumstances evolve. Design thinking helps to fight this sometimes and guides a design team when problems become complex, and ill-defined by the sheer way it hones in on what empathy offers as a key element. On top of that, people are ultimately at every end of these networked connections.

DECISION MAKING FRAMEWORKS

Applying and deciding to use decision-making frameworks gives an organized method for handling and going through challenging decisions in either personal or professional environments. These frameworks provide a methodical approach to consider any possibilities, analyzing risks, and balancing outcomes, which eventually becomes a help tool into deciding. There are five elements of decision-making frameworks and there are known as recognizing the problem and the parties involved, thinking about the important details, rules, and legislation, examining and deciding on potential actions and setting the solution into practice.

For example, a popular known framework is the rational decision-making model. This process adapts at a logical level using an approach where it begins with determining the issue or the choice made, collecting relevant data, determining the substitutes, gathering evidence, selecting the options and examining the choices made and all of its ramifications. Moving on to the second, commonly known as the SWOT analysis. It helps companies in deciding and moving their internal and external opportunities and threats along with their strengths and weaknesses. Companies tend to use strengths, right weaknesses, securing opportunities, and neutralizing threats by gathering these four elements of SWOT. This method framework shows a proper, systematic method for deciding defensible judgments and building strategies that help organizational objectives, making it helpful for strategic planning, market analysis, and business development.

To conclude, an easy method for making proper decisions is the SWOT analysis. It shows more accurate framework for evaluating the environments of the company, letting well-informed decisions that promotes expansion and success. Organizations can enhance their competitive position in the market by comprehending and utilizing these aspects.

RECOGNISING INDIVIDUAL DIFFERENCES

The inclusion and recognition of an amount of characteristics, backgrounds, experiences and personal point of views that exists among people is known as the appreciation of the differences of individuals. It involves meeting the distinctions as benefits or strengths rather than a disadvantage and realizing how it benefits communities and organizations. Every individual differs in how welcoming, diligent, open or talkative plus how emotionally stable one can be. Compromising these traits facilitates prediction of how they might behave, improves teamwork and letting approaches come from customized approaches. Every person comes from their own cultural origins which reflects on their point of view, style of communication and their own beliefs. It is an essential to acknowledge and appreciate the cultural differences in order to improve inclusion and avoid any miscommunication.

Educating ourselves with diversity is necessary for creating diverse teams in the workplace. Managers get the ability to give jobs that suit employees' strengths and give the proper support for any limitations when they know the distinctive contributions that a person may make. This lessens any turnover and increases morale in addition to improving work performance. In an educational environment, main characteristics of an individual has to be considered in order to create many lesson plans that suits the needs of each student. This way it guarantees that every student, regardless of their backgrounds will be able to achieve what they work for and succeed in the future.

ROLE OF DIPLOMACY

Using conversation and negotiation, as well as artistic and scientific methods, diplomacy is the practice of keeping the peace between countries, groups, or people. The process involves representatives talking about a variety of issues, such as trade, security, and resolving conflicts. The goal is to encourage unity and better understanding between the parties. Diplomats are important in this process since they support their countries' interests while striving for mutual advantages and peaceful settlements to conflicts (National Geographic, 2023).

Diplomacy, persuasion, and negotiation are all important skills for getting people to work together well. This is especially true for teams with a lot of different people whose views and goals need to be brought together through teamwork. Teaching and practising diplomacy are important for building relationships and trust among team members, which in turn helps to make a space that supports open and honest communication. (2013, Camilleri) Ambassador Victor Camilleri says that diplomacy means finding common ground and bringing different points of view together through effective communication. He says this is a very important part of the political process. Taking this method not only lets people share their ideas, but it also helps to build a spirit of collaboration.

During the decision-making process, it is also important to make sure that all points of view are heard and taken into account. This can be done through methods like negotiation and influence. Presentation of convincing reasons and facts to change other people's minds is an important part of persuasion. As Segura (2023) says, this is an important part of keeping the peace and working together well. When teams use these traits, they can handle disagreements better and work more efficiently overall, which leads to new ideas and better results in the end. inputs that were made.

SIGNIFICANCE OF INTERDISCIPLINARY THINKING

Interdisciplinary thinking is very important for solving difficult problems as it lets you use different points of view and specialised knowledge. To solve the complex challenges we face today, like climate change, public health issues, and social and economic inequality, we need a broad, cross-disciplinary plan. One opinion alone won't be enough to solve these problems. Interdisciplinary collaboration makes it easier for students and practitioners from different fields to work together. In turn, this helps people understand problems better and come up with creative ideas that take into account many aspects of the issue. For climate change to be dealt with successfully, environmental science, economics, and sociology need to be brought together. This shows how important it is to use methods from different fields to solve complicated problems (Wilson, 2024).

Interdisciplinary thinking also encourages creativity and creation by making it easier for people with different ideas to share and work together. Interdisciplinary collaboration lets experts from different fields combine their unique methods and points of view, which can lead to new ideas that wouldn't have come up in a single topic. When people work together, they often make big steps forward that aren't possible with normal study and development.

THE ROLE OF ETHICS IN GLOBAL TEAM PROBLEM SOLVING

Ethics in global teams means fairness and equities. Having an ethical framework for the operation, team members undertake to treat each other with due respect and impartiality. This means that there will be no biases because of where one comes from, culturally or nationally. This ensures that every member is treated fairly, hence creating an environment where all voices are heard and given their worth—making it inclusive decision-making.

Integrity is paramount in the code of ethics among global teams. Integrity is honesty and consistency of actions, thus enhancing trust among people; that is very important in a global team where members may not meet in person frequently. The ethical guidelines thus provide for a structure of transparency—where the decisions are openly made and information is honestly shared—which helps avoid misunderstandings and potential conflicts, hence allowing smooth collaboration (*Brenkert, G. G. 2020*).

One of the parts of ethics in global teams is respect for cultural differences. A global team usually consists of members from very diverse cultural backgrounds, bringing dissonant perspectives and work styles aboard. The ethical step to take is to recognize and appreciate such differences instead of imposing one cultural norm. This respect strengthens the team and thus avoids cultural clashes, hampering the process of problem solving. By embracing diverse viewpoints, global teams can solve problems from different perspectives and many of their solutions are very creative and comprehensive (*Morrison, T., & Conaway, W. A. 2020*).

COLLECTIVE DECISION MAKING

Collective decisions are those arrived at by a group of people to affect the entire team or organization. Unlike individual decision-making, which is based on preference and judgment, collective decision-making is based on the pooled views and experiences of people with diversified experience and perspectives to reach consensus or an informed conclusion. This process is of particular importance in global teams, as their members are diverse and the problems, they usually face are complex.

One major aspect of collective decision-making in global teams relates to the issue of inclusion. The process of decision-making needs to be an active role for all members of the team so that every person is heard and could influence the outcome. In a global team, it becomes very important because it is characterized by people from different places and cultures. In this kind of inclusive approach, one includes various kinds of inputs into the decision-making process, which will not only enrich it but will also enhance the feelings of ownership and commitment among the team members *(Nishii, L. H. 2020)*.

Open communication, when team members are spread across different time zones and cultures, the lines of communication must be open, clear, and effective. Open communication will help evade misunderstandings and give everybody the same lines of thought, necessary for making informed and cohesive decisions.

The other key element of collaborative decision-making is consensus building. Even if complete unanimity is unlikely to be attained, working toward consensus will at least put everybody on the same page about goals and what is required to attain them. This could result in decisions that are more balanced and rounded, reflecting the interests and needs of the whole team *(Kumar, V., & Kumar, U. 2020)*

REFLECTION

Kamaliah Jehan Binti Ayzun

When I consider the group process using Gibbs' reflective framework, I can see several pivotal stages highlighting my experiences and academic successes during our team work. In the early stage, I was both excited and nervous about working with people since each one of them adds unique points of view and specialist knowledge. The diversity of people presented both benefits as well as challenges since it forced us to negotiate several communication styles and approaches of problem solving. Making use of the skills acquired in Unit 2, we took steps to create an inclusive environment where everyone could openly voice their ideas. We encourage one another to develop on our ideas and offer helpful criticism by using critical thinking to evaluate the several points of view presented. Not only did this make the discussion better, but it also made the whole team more confident and keen to work together.

The research may have been hard for us at times, especially when it came to deciding what way to go in and how to do it. During this time, I used the conflict resolution skills I learnt in Unit 2 such as active listening and reinterpreting the conversation to show how we all had the same goals. We were able to find answers that meet everyone's needs and wants by being open to different points of view and encouraging discussion that was meant to lead to agreement. This experience showed me how important it is to make smart choices when working with others, because I had to find a balance between being bold and caring so that everyone on the team is acknowledged. Finally, this process of thought not only helped me learn how to work with others in a group, but it also made me realise how important it is to think

critically, solve problems, and make decisions promptly in order for a team to be successful.

REFLECTION

Shazryl Rifqi bin Shamzul Nizam

As a project manager in a multinational corporation, I led a global team in developing one new product. Facing an ethical dilemma with the potential to mislead consumers was involved with the marketing strategy for the team. There are some important lessons to learn from this experience about ethics in global teamwork.

The case highlights the importance of ethics in decision-making within globally distributed working teams. This line of division among the team members on marketing strategies, though some members may have found them justifiable, created tension and put the reputation of the company at stake. Ethical behaviour builds trust, enhances collaboration, and increases problem-solving skills.

The experience underlined how cultural sensitivity could make all the difference in the situation of ethical dilemmas. Cultural norms and values of each team member led to differences in perception of what is right and wrong. A global problem requires respect for such differences. Open dialogue resulted in a more ethical marketing strategy.

Participation in a community task force on the environment taught me the importance of group decision-making as a problem-solving tool. Public officials, activists, and other citizens had to reach consensus-based decisions on reducing pollution in our neighbourhood. It taught me that collaboration with diverse perspectives is essential in arriving at balanced solutions. Open lines of communication, mutual respect, and common goals comprise elements of effective collective decision-making.

The task force experience underlined how open communication is important in forging effective collaboration. There were participants with different levels of information regarding the environment: some experts and others community leaders. Providing for a comfortable environment where people can share what they know and ask questions facilitated a richer dialogue, which then helped identify the root cause of pollution completely accurately. Sharing this information collectively increased understanding but also established trust—giving way to effective decision-making.

REFLECTION

Sofea Marsilla Binti Rizal

For our group or team, we were given the task to write an assignment. There were four of us in the team, with each person having their creative ideas including skills and view points. Inspired by Gibbs' framework, we began with brainstorming ideas and we sooner realized our perspectives and agenda regarding the path that was about to be written in this assignment. Certain strong opinions gave rise to the conflict and certain debatable discussions. As the leader of the group, it was interesting to hold a responsibility and neutralize the process and see to it that a consensus was reached. In the beginning, it was easy for me to understand that certain view points may differ and were beneficial when it was a variety that was provided. Most matters were handled well without any personal conflict arising or driven to any arguments.

After halfway throughout the process, it made me realize that any issue or conflict presented was both an opportunity and a challenge. On the positive side, any of those that were lead to conflicts made us look more into the details needed such as materials from Unit 2 of the assessment. Cooperating as a group became a benefit to all. Although the view points of each member may differ, it enhanced the complexity of the decision-making process. I realized that adapting into an atmosphere where every individual feels heard and the ability to voice out can improve and promote more efficient decision-making. This process as a group made me realize that the dynamics of working together is the important key of a successful ending and the function of critical thinking or decision-making by applying Gibbs' Reflective Cycle to show my reflection on this experience. In the future, I would love to have a good approach to teamwork which will be a chance for me to be more capable and an understanding team leader.

REFLECTION

Amar Danish Azlan

As a Human Resources Manager in Malaysia, I am preparing to develop a new employee engagement strategy to address high turnover rates and enhance job satisfaction. My team will include individuals from various departments such as recruitment, training, and employee relations, reflecting Malaysia's multicultural workforce. This diversity is both a strength and a challenge, as we should anticipate facing issues related to communication and conflict management. We need to plan carefully to ensure effective collaboration throughout the project.

I am optimistic about the potential benefits of our team's diverse perspectives, believing that our varied backgrounds will help us create a robust and inclusive engagement strategy. However, I am also aware of the potential challenges, such as balancing differing expectations and approaches. I anticipate that managing these diverse viewpoints might be complex and could test my leadership skills. Despite these challenges, I am committed to leveraging our team's diversity to achieve our goal and create a strategy that meets the needs of our employees.

To ensure effective collaboration, we need to focus on several key areas. Firstly, our diverse perspectives will be a major advantage, providing us with a broader understanding of employee needs and leading to innovative ideas. However, we must also address potential challenges, such as differing communication styles and departmental priorities. Implementing clear conflict resolution mechanisms and decision-making processes will be crucial in managing these issues and maintaining a positive team dynamic.

Effective conflict management and structured decision-making will be essential for our team's success. We should apply critical thinking to evaluate the viability of different proposals and ensure that our strategy aligns with organizational goals. To address conflicts constructively, we will need to establish ground rules for discussions and a structured framework for making decisions. Balancing influence within the team is also important to ensure that all voices are heard and valued. Managing power dynamics and fostering an inclusive environment where every team member can contribute effectively will help us achieve a collaborative atmosphere.

As we plan for this project, it is clear that establishing clear guidelines for communication, conflict resolution, and decision-making is crucial for successful teamwork in a multicultural setting. By setting expectations early and creating an inclusive environment, we can leverage our team's diversity to develop a more effective engagement strategy. Planning these aspects carefully will help us navigate potential challenges and ensure that we achieve our objectives.

For this project, we will develop a conflict management strategy and a structured decision-making process from the outset. This will involve setting clear communication protocols, scheduling regular feedback sessions, and ensuring equitable participation from all team members. Additionally, I will focus on enhancing my skills in managing diverse teams and balancing influence to foster a more collaborative and productive work environment. By implementing these strategies, we aim to improve team dynamics and achieve better outcomes for employee engagement and job satisfaction.

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LINK FOR THE VIDEO PRESENTATION :

<https://youtu.be/DEtGf5lE8qg>